

Pers. Recruitment
Division

~~CONFIDENTIAL~~

15 July 1963

MEMORANDUM FOR: Director of Personnel

FROM : Chief, Personnel Recruitment Division

SUBJECT : Annual Report of FY 63 Accomplishments
and FY 64 - 65 Objectives and Plans

A. BACKGROUND

1. Responsibility for the Agency's personnel recruitment activity has always been charged to the Director of Personnel. Until 1958, the activity functioned as the Personnel Procurement Division, thence becoming the Field Recruitment Branch of the Personnel Operations Division.

2. The present Director of Personnel established the Personnel Recruitment Division 15 October 1962 by Office of Personnel Memorandum No. 1-14-2, subject, "Reorganization of the Office of Personnel." This Memorandum transferred to the Personnel Recruitment Division (PRD) the Field and Departmental Recruitment Branches of the Personnel Operations Division (POD) and announced the following PRD organization and appointments:

Chief, Personnel Recruitment Division
Deputy Chief, Personnel Recruitment Division
Chief, Professional Recruitment Branch
Chief, Clerical and Technical Recruitment Branch
Chief, Washington Recruitment Office

25X1A9A

3. Office of Personnel Memorandum No. 20-17-2, dated 24 September 1962, announced the assignment of the undersigned to the Office of Personnel, effective 17 September 1962, "to head the Agency recruitment activity." This is cited by way of having this report reflect that when I undertook this assignment, I found no historical record of the Agency's fifteen-year recruitment program to guide me policy-wise, statistically, or tactically.

4. It occurred to me that this activity is one which lends itself completely

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

DOCUMENT NO. 1
NO CHANGE IN CLASS. ☐
☐ DECLASSIFIED
CLASS. CHANGED TO: TS, S (C)
NEXT REVIEW DATE: 17 Sept 81
AUTH: HR 70-2
DATE: 17 Sept 81 REVIEWER: 025044

~~SECRET~~

to careful historical review as the basis for planning, re-formulating policy, and modernizing tactics. I have chosen this vehicle, therefore, to record those FY 63 developments that appear to have historical significance for our own immediate planning as well as for future stewards of the Agency's recruitment program.

5. I shall not attempt, however, to reconstruct the fifteen-year record of Agency recruitment, much of which is lost forever, of course, nor to dwell here in any more detail than will serve to identify new developments and up-date old developments which have continuing influence on FY 64-65 objectives.) Even so, I must bring into this record certain rosters, exhibits, and other data which, once established, will serve to up-date themselves in future reports and give continuity to our Annual Report as a medium of ready reference.

6. In seeking a starting point for a review of FY 63 Accomplishments-- as the foundation of experience, including the lack of accomplishment, for FY 64 and FY 65 planning--, I should like to put our recruitment effort in some historical perspective in the following narrative section (B), and, in the succeeding section (C), bring together those tangible FY 63 recruitment accomplishments that are statistically measureable.

B. REVIEW OF FY 63 RECRUITMENT ACTIVITY

1. It would be highly inaccurate to suggest that no guidance was made available to me in undertaking this new assignment because of the lack of any integrated historical record of the fifteen-year recruitment activity in which the Agency had engaged. Continuous guidance, sound advice, and expert assistance have been furnished me in depth by the key officers identified above, Messrs. [REDACTED], whom I wholeheartedly commend. Had I not had their collective experience and judgment to call on, this job for me would have been a highly frustrating excursion into the unknown.

2. Further, two documents and two Conferences were of prime importance in shaping my understanding of the recruitment problem and suggesting certain elements essential to its solution, to wit:

a. The [REDACTED] Report: After several months of investigation and numerous interviews, [REDACTED] reported to the Deputy Director (Support) on the state of recruitment and personnel

~~SECRET~~

~~SECRET~~

management in the Agency. His Memorandum, subject, "Recruitment and Selection of Staff Employees: An Appraisal," dated 29 December 1961, and the recommendations therein, surveyed considerable ground for general and specific improvement in our recruitment activity and emphasized the support required of top management in this regard. I accepted these findings and recommendations as being a mandate. For the record, a copy of Mr. [REDACTED] Memorandum is attached (Tab A).

25X1A9A

b. Temporary Ceiling Increases: The documents at Tab B established the need for personnel ceiling increases in the Offices of Personnel and Security and the Medical Staff to cope with a projected FY 63 recruitment, clearance, and placement workload calculated to offset a personnel deficit of [REDACTED] staff employees, including over-all ceiling and anticipated attrition. By memorandum dated 9 August 1962 (Tab B) the Deputy Director authorized the Support Area temporary increases of 72 positions in excess of current personnel allowance. Of this increase, the Office of Personnel acquired 34 positions, seven (7) of which were permanent positions recommended by the [REDACTED] findings, three (3) for the Recruitment function and four (4) for Placement. Thus, twenty-seven (27) temporary positions were allocated for additional recruiters to be hired under contract or by Reserve Appointment, 17 to concentrate on specialized or professional applicants and 10 to concentrate on clerical applicants. (See Tab B Memorandum dated 15 June 1962, subject, "Expanded Recruitment Staff")

25X9A2

25X1A9A

c. Recruiters Conference (1 - 5 October 1962): The semi-annual conference of professional recruiters and the annual conference of clerical recruiters were conducted concurrently at headquarters 1 - 5 October 1962.

I sensed that our recruiters were reporting accurately that the "Cuban incident" had soiled the Agency's public image and was seriously curtailing their recruitment effectiveness.

For my own part, speaking as the newest member of the team, I stated that FY 63 would be a year of expansion of staff, thus permitting contraction of territory, and a year of extracting from Agency components definitive personnel requirements (a POD responsibility) and placing them in the hands of the

- 3 -

~~SECRET~~

~~SECRET~~

recruiters as grounds for rejection of marginal candidates, thus reducing to a more meaningful placement potential the applicant files coming into the Agency.

In a memorandum to the Director of Personnel dated 9 October 1962, subject, "Recruitment Problems," I reported and supported the field recruiters' advice that, ideally, all pre-employment medical (including psychiatric) and polygraph examinations should be accomplished in the field, within the immediate area of the applicant's residence. I no longer support this view, given the faster Security and Medical processing that we now anticipate in FY 64. I believe there is a security and public relations value to having this processing conducted at headquarters where the rejection decision cannot be pinpointed by the applicant as it might be in the field if we stopped processing when the polygraph examination was concluded.

I reported also on the clamor for tighter control by PRD of campus recruitment visitations by representatives of Agency operating components "in order to prevent annoyances or frustrations to over-worked Placement Directors who have proven so valuable to our effort in the past." My view of this situation as it has existed in the past, and in FY 63, is that we should eliminate altogether direct recruitment by the operating component at the baccalaureate level. I have met with and so advised the Assistant to the DD/I (Admin), the Recruitment Coordinator for OSI (Mr. [REDACTED]), and the senior ORR officials. My general impression of the state of our recruitment activity was set forth in my statement that "the forbidding prospect of an estimated 18,000 polygraph examinations in FY 63 to produce an EOD total of [REDACTED] new employees is a direct reflection of loose requirements resulting in overly optimistic recruiter recommendations. This figure has to stand for the moment, but, in FY 64--given tighter specifications and finer recruitment screening--, this mass should be reduced considerably, ideally to 10,000 or fewer tentative applicants to produce the same EOD total of [REDACTED]. In other words, we should find ourselves interviewing more candidates, but nominating, investigating, examining, and processing fewer potential employees in order to meet the Agency's personnel deficit in any given year. Everything we do to improve the recruitment program must be geared to giving the recruiter grounds for rejection so long as the present system is requiring roughly six recruiter candidates to net one new employee."

As to where we stood last October and stand now in terms of staff expansion and contraction of territory, the staffing patterns at Tabs C and D will reflect FY 63 and projected developments, and at the same time furnish

~~SECRET~~

our field recruitment rosters.

d. University Associates Conference (5 - 6 November 1962):

The annual conference of our panel of University Associates, formerly termed Consultants, was held at headquarters 5 - 6 November 1962. Their status was changed to "associate" during this conference in order to circumvent the statutory requirements that the stock holdings and other assets of federal "consultants" be made a matter of contractual record. Technically, our associates are reimbursed for travel expenses and authorized \$50.00 per diem only in connection with their attendance at annual conferences. Their assistance to the Agency, however, is rendered year round, and the advice and counsel during the October 1962 conference was extremely timely, pertinent, and useful.

The Associates were the first outsiders to advise Agency management that the Agency's employer image had regained its "pre-Cuba" level and would be a positive asset in 1962-63 campus recruiting. Not only was this advice heartening but it proved to be prophetic.

Further, the Associates were responsible for convincing Agency management that its image, and their on-campus role of substantiating the importance of the Agency's mission and personnel requirements, would be materially enhanced by Agency decision to allow its senior officials to accept public-speaking engagements wherein selected groups of students and faculty members would comprise the audience. This decision was favorably recorded in the Executive Director's Memorandum, subject, "University Consultants," dated 6 November 1962 (See copy at Tab E), and there was launched a campus relations public-speaking program which (as will be outlined later in this report) promises significant recruitment and public relations dividends.

The Associates applauded the Agency's publication of its first recruitment brochure (other than a black and white pamphlet) aimed at the professional prospect and offered valuable suggestions for the improvement of future editions.

Also, among other recommendations to be credited to the Associates, they advocated the close follow-up by the Associates themselves and the recruiters concerned of students initially interviewed at one university who transferred to another for graduate study. We have implemented and are perfecting this procedure.

It was evident to me that the University Associates program is of great value to the Office of Personnel and the Agency in our recruitment

~~SECRET~~

and public relations efforts and that it constitutes a body of professional opinion and frank advice, as regards Agency college relations in general, that cannot be duplicated and will strengthen in scope and detail from year to year as this group is held together and made fully aware of the problems that concern us.

Serving, therefore, as both a sounding board and an advisory service as regards our recruitment practices and philosophy, the University Associates program should continue at approximately its present membership level, in my opinion, and we should not seek to make it something more than the manageable working group it now is. That is, it should not become a catchall for Agency alumni now associated in some capacity or another with a college or university and it should not be thought of by the recruiters as a device for honoring the more helpful officials at each and every college or university they visit. The membership could be structured to provide better geographical and curricular representation, true, but I strongly advocate retention of the current members until circumstances of their personal choosing enable us to make such changes in personnel and/or institutions as we deem appropriate. The current membership is listed at Tab F.

The Associates requested that their 1963 conference be devoted, in part at least, to a joint session with the professional recruiters. This request will be fulfilled by our holding the Professional Recruiters Conference 7 - 9 October and the University Associates Conference 9 - 10 October 1963, with the 9 October session comprising a common agenda. Both conferences will be staged [REDACTED] this year, hopefully to provide for better control and a "captive audience" whose full attention can be concentrated on agenda matters. We decided to stage the Professional Recruiters Conference annually instead of semi-annually and, this year, at the request of the Director of Personnel, all recruiters, old and new, will be provided special refresher training by OTR during the week of 30 September - 4 October. The period 25 - 27 September will be devoted to the recruiters updating their component contacts in headquarters, clearing up pending cases, visiting the new NPIC facility, and individual planning sessions with the senior Agency official with whom they will participate in the 4 - 8 November presentation comprising campus visitations in keeping with the so-called "100 Universities Program."

25X1A6A

Historically, the University Associates (Consultants) program came into being 20 March 1952 as CIA Project TRN/ADP-92-52 "Establishment of Career Corps" approved by the Director to "establish a systematic

~~SECRET~~

~~SECRET~~

program of recruitment to obtain the services of the best products of graduate and professional schools and colleges."

The project provided for the employment of a University Liaison and Recruitment Officer whose task it would be to establish consultant-contacts at fifty (50) quality colleges and universities. "These consultants will be paid \$25.00 per day for time actually worked. They will identify able students and lead them to apply for positions with the Agency as professional trainees."

25X1A9A

[REDACTED] was employed as the above-named University Liaison and Recruitment Officer. At this point, the Office of Personnel record leaves off although it contains considerable build-up (modus vivendi) material that was employed in the project justification.

The program essentially has serviced the JOT Program during the past decade. Without sacrificing any of the continuing assistance it can give the JOTP, we, and the Associates themselves, would have this body of cleared consultants service a wider spectrum of the Agency's professional requirements and at the same time provide those services of a campus public relations nature they are particularly in position to provide, at their own and other campuses within their sphere of academic association.

No procedure now obtains for replacing or dropping a given member (individual or institutional), and, for the record, for the foreseeable future we deem it best to "play by ear," as individual considerations, any such problems as may arise.

3. Junior Officer Training Program (JOTP): The January 1963 JOTP class enrolled 93 trainees, an all-time high for the program, and the July 1963 class will get under way with 75. At these levels, and with the prospect now of another large class in January 1964, we have advocated certain refinements in JOTP recruitment that would let us concentrate on the more mature candidate and by-pass many of the younger applicants whose military obligation has not been fulfilled. The latter group would be encouraged to activate their candidacy six months prior to completion of their military training or accept RID or other junior professional assignments pending military call-up. By and large, the Army, Air Force, and Marine spaces allocated to the JOTP would be reserved for candidates

~~SECRET~~

completing their graduate study.

The superintendents of the three service academies this year were encouraged by the DDCI to recommend Agency careers to those members of their graduating classes who would not be commissioned for reasons of physical disqualification. Two members of the June 1963 graduating class of the U. S. Naval Academy entered on duty with the Agency 17 June as members of the July JOTP class. The Air Force Academy nominated one candidate who decided to pursue his career with private industry (Lockheed). The USMA had no candidates among this year's graduates. It appears certain the JOTP will be held open in future years to interested service academy graduates who meet Agency physical requirements although not qualifying for military commissions.

4. Advertising, Flyers, Recruitment Brochures, and Plaques:
A tremendous lift was given to our entire recruitment effort this year by the decision topside to permit the use of the Agency's name in campus newspaper and other advertising where we considered it advantageous and secure; secure, that is, in the sense that specific emphasis would not disclose a precise intelligence application of certain skills.

We have in no way abused this privilege, having fallen back on "U.S. Government" sponsorship of our advertising in all questionable cases and, for that matter, in many advertising situations wherein we prefer in any case to pre-screen responses before approaching applicants.

In on-campus advertising, however, we find ourselves in a much improved position, free of the embarrassment that attended our announcements in previous years that a "U.S. Government representative will be recruiting at such and such a university on such and such a date" only to have the C.I.A. representative honor the appointments in the end. It was this unnecessarily guarded approach that by its very nature tended to mark, and often ridicule, the Agency in academic circles. The precise authority now obtaining with respect to overt advertising is set forth in the 19 November 1962 Memorandum, appearing at Tab G.

Wide use of the Agency's name is being made in bulletin board flyers posted in university Placement offices. An example thereof is included at Tab H. At Tab I is shown a pre-printed masthead which is furnished the recruiter for his use in advertising specific disciplines in which he will be recruiting at a given university on a given date, thus permitting him to tailor his announcement to specific areas: engineering, geography, business

administration, etc.

Our advertising budget is modest by any standards, but especially when compared with such federal recruitment programs as that conducted by NASA which recently announced that it had cut its magazine and newspaper advertising costs for FY 63 to about \$143 per hire (per employee entered on duty). Our per hire advertising cost runs in the neighborhood of \$10 - \$12.

Authority was granted this year to use color and art illustrations in re-publishing our brochures which formerly were printed in black and white and not illustrated except for an architect's drawing of the headquarters building. Copies of the old brochures are attached at Tab J.

This year we published our first colored professional brochure (Tab K) in 15,000 copies and made distribution to over 800 colleges and universities. Before the end of the academic year the demand for additional copies necessitated an additional run of 5,000 copies. Government Printing Office (GPO) facilities were used for printing this brochure, at a modest cost of 20¢ per copy. Some private industry and Government contract concerns publish elaborate brochures at per copy costs in excess of \$2.00 and \$3.00. We have learned a good deal about "brochure appeal," content, etc., as a result of this publication, and we are engaged now in re-editing and redesigning this publication with the view to bringing out a new edition in September 1963 that will reflect all the advice and technical guidance we have gleaned in terms of what to include or emphasize in the next edition or, equally pertinent, leave out or de-emphasize. It is planned to print the next brochure in Agency printing facilities where we can exercise a wider choice of colors, etc., denied us by GPO. Further, we have approval this year for the use of photographs of the Agency headquarters building, its library and cafeteria facilities, etc., which approval was withheld last year. Everything considered, we expect to produce a much more professional product this year.

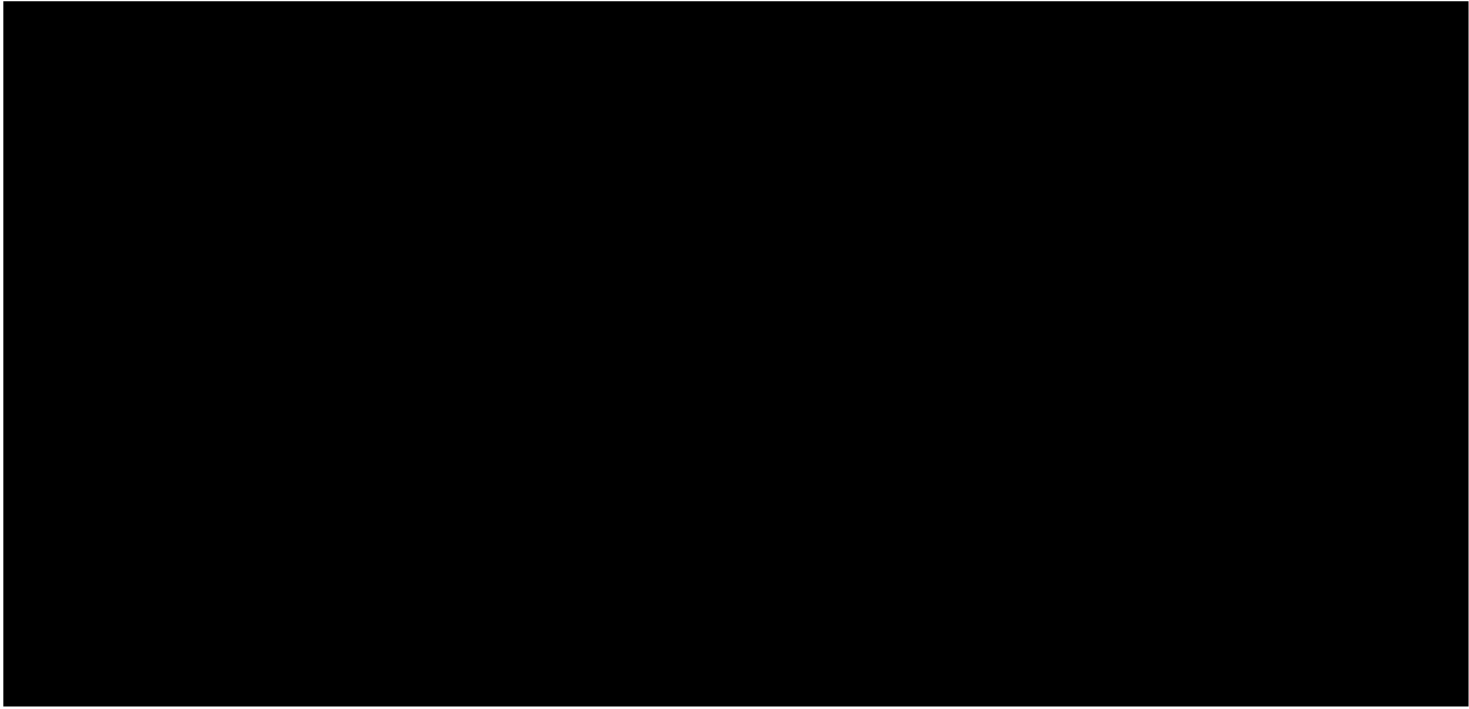
Our recently printed (within the Agency) Clerical Recruitment pamphlet (Tab L) speaks for itself with regard to dignified, informative, and attractive (both to the eye and the applicant) recruitment literature. This pamphlet is designed for mailing or jacketing, that is, for "pocketing" of several copies of the pamphlet in the attractive folder (Tab L) which is exhibited in United States Employment Service (U.S.E.S.) offices throughout the country and in the offices of high school or secretarial and business

school placement or guidance counselors.

Another exhibit in our "new look" will be plaque reproductions of the Agency seal for prominent display on the wall of each professional recruiter's office. These handsome, unbreakable, spun-glass, red, white, and blue reproductions measure 15 inches in diameter and will be displayed, from a metal support rack resting on a table or desk when the recruiter is representing the Agency at one of the many annual campus Career Days in which we participate each year at the various colleges and universities.

25X1A6A

5. Field Offices and Furnishings: At the Recruiters Conference last October, I listened to our field recruiters describe the drab surroundings in which they were forced to conduct office interviews. I discussed this matter with the Director of Personnel and the Deputy Director (Support) and stated my intent to visit each field office at my earliest opportunity and to recommend any changes I deemed necessary in keeping with a proper image of the Agency as it might be portrayed by our field interview facilities. The only contact many citizens ever have with a representative of the Agency is in a field office while others form their first impression of the Agency, and its representative, in a field interview setting. It was my opinion, therefore, that while our field offices should in no way be lavish as to decor or spaciousness neither should they be cramped, furnished in poor taste, or suggestive of anything but an adequate, businesslike investment of the taxpayer's dollar.

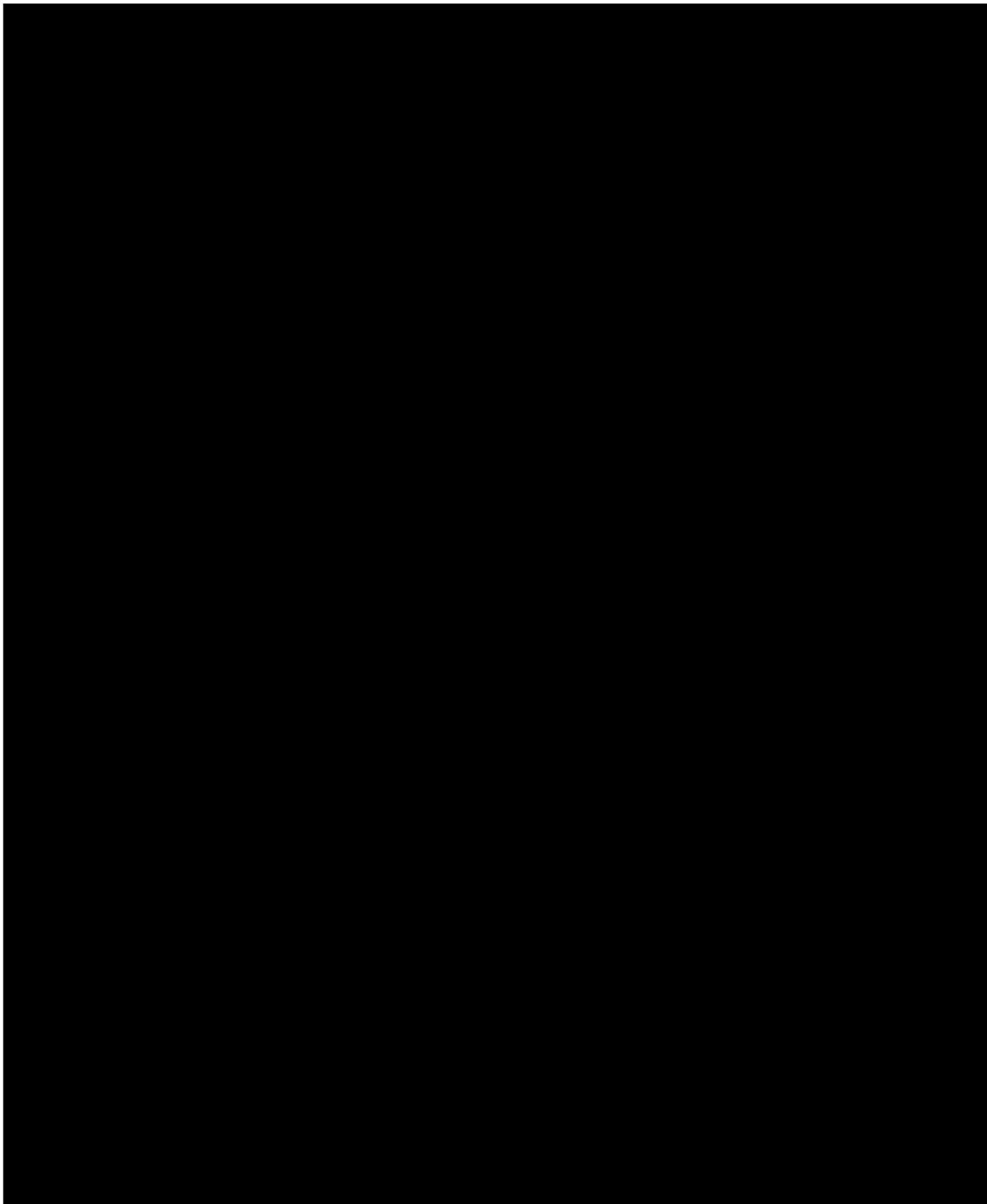


~~SECRET~~

~~SECRET~~

25X1A6A

Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1



Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1

~~SECRET~~

25X1A6A

6. Field Secretarial Assistance: I cannot account for the penny-pinching philosophy which dictated the former condition of our field offices as I described them above, nor would it serve any worthwhile purpose for me to suggest what the motive may have been. Rather, I am personally grateful to be identified with the Agency's recruitment effort at a time when there are fewer restrictions, if any, in the matter of getting the job done.

As with our field offices, I found our recruiters, by and large, being denied the services that should be provided any professional employee by a secretarial assistant. Most of our recruiters were performing their own typing, filing, and other clerical chores, and thus depriving the Agency of valuable time required for the interviewing, campus relations, and the other professional aspects of his job for which a recruiter is held accountable.

Action was initiated in FY 63 to provide all professional recruiters with part-time clerical assistance, and to have them train and utilize their clerical assistant so as to free themselves for the performance of their professional responsibilities. Further, we purchased portable dictation or so-called "Voicewriter" equipment to be carried with the recruiter while he is on the road, thus permitting him to mail the discs to his secretary for transcribing and typing of Interview Reports (IR's). In this way, the IR's can be married up with forms, etc., and dispatched to headquarters without awaiting the recruiter's return from a field trip to commence dictation in the midst of appointments and in competition with other correspondence that had been piling up in his absence.

All Clerical Recruiters are being furnished "Voicewriters" and their discs (unclassified) are mailed to Washington where the Interview Report is typed in the Interim Assignment Section (IAS) of POD by the large pool of typists awaiting clearance before reporting to an operating component.

7. Policy as to Areas of Non-Recruitment: It was necessary for us in FY 63 to re-emphasize with our recruiters those areas in which we restrict recruitment activity, specifically, the FBI, the Regular Military Service, Fullbright Scholars, and, most recently, the Peace Corps.

It has been the practice of the Agency for some time not to process the application of anyone who is either a member of the FBI or who has an

application pending with the FBI. We officially inform any FBI applicant that we are unable to consider his application while he has an application outstanding with the Bureau. We will not discuss civilian employment possibilities with anyone who is commissioned as a Regular Officer in any branch of the military service, nor will we discuss employment possibilities with anyone who has been selected as a Fulbright Scholar. We will not contact such Scholars during the period of their active scholarship abroad, but, once they have completed their tours of study and are back in the United States and off the roles of the Fulbright Program, they are recruitable.

It has been agreed at the highest governmental levels that the Agency will not recruit persons who are or who ever have been associated with the Peace Corps. This means that anyone who has ever been on the Peace Corps Pay Roll, be it full-time, part-time, hourly wage-time, is barred from Agency employment. This, too, insofar as we now know, will include anyone who on a voluntary, without-compensation basis, or who has been officially associated with Peace Corps endeavor, as an official consultant, advisor, trainee, teacher or instructor, etc. This general policy is set forth by memorandum dated 30 April 1963, subject, "Recruitment Policy Matters." Copy attached at Tab M.

As a matter of general ethics, we have discouraged a direct approach being made to any employee of another organization, public or private. While this is not a hard and fast policy to cover all situations, it does come under the heading of ethical recruitment and we would not have the Agency otherwise identified as the result of our practices. We refrain also from appealing to one's "patriotism" in seeking to cause an individual to consider employment with us, preferring to stand on the grounds of professional challenge that an Agency career can offer. In the case of the \$30,000 a year man, however, we do assume that patriotism plays an important part in his decision.

8. Monthly Reporting: In this past year we have inaugurated a program of reporting to the Director of Personnel our month-to-month accomplishments, plans and objectives, and problems as we see them at hand or descending upon us. The Director of Personnel, in turn, has forwarded our reports to the Deputy Director (Support) with his comments as to points of agreement, disagreement or caution, and we have found the "feedback" from this reporting procedure a highly profitable and inspirational source of guidance and encouragement. In a very real sense these monthly reports constitute a running history of our entire recruitment effort, insofar, that is, as our efforts may warrant the interest and attention of the Director of Personnel and his superiors.

9. Standby Reserve Program: For several years the Office of Personnel has maintained a roster of former employees who left the Agency in good standing and who agreed when queried by the Office of Personnel to make their services available to the Agency in the event of an emergency. These alumni constitute what is known as the Standby Reserve. The membership is presently under review with the view to increasing its strength and making a more current and continuing use of its services. Learning that a number of these alumni are now members of the faculties of various colleges and universities throughout the country, and that others are engaged in private business or the professions, we decided in late 1962 to furnish our professional recruiters with the names and current addresses of all Standby Reservists in their areas (approximately 550). We requested our recruiters to make contact with each of these individuals (considered to be a good Agency public relations gesture of and by itself) and to enlist their assistance, wherever appropriate, in furnishing specific leads as to sources of talent that we should be recruiting, to orient them as to the structure of their own community in terms of the skills we are seeking, and to make key introductions or provide others entry to academic or business officials who would have recruitment value for us.

We had no significant "read-out" from the recruiters following through on this suggestion, but we are holding them accountable for detailed reporting. In sending out these names of selected alumni, we suggested there may be some who could be considering returning to the Agency but waiting for the Agency to make the first move.

10. Specialized Recruitment: While the bulk of our professional talent is brought in at the baccalaureate or graduate level, it became apparent in early FY 1963 that the real measure of our stature as professional recruiters would be determined by our ability to recruit the higher-priced talent in the more sophisticated scientific and technical fields, and in other specialized fields within the Agency.

Many position vacancies requiring these skills are being carried over from month to month and year to year because the competition for the skills is exceedingly keen. Recognition of the difficulties we foresaw in this area of specialized recruitment was manifested last October in our designating Mr. [REDACTED] to devote his full time, energy, and imagination to staffing the sizable T/O requirements of the expanding NPIC operation. NPIC had been authorized an increase in strength of some [REDACTED] professional, trades, and clerical positions in FY 1963. Mr. [REDACTED] immersed himself in the specifics of NPIC requirements, and organized and managed a nationwide recruitment program. Utilizing our regular recruiters wherever possible and

SECRET

~~SECRET~~

Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1

25X1A9A

calling upon NPIC officials in other interview situations, the record should show that Mr. [REDACTED] was equal to the tough task assigned to him. He has the job, however, of duplicating his FY 1963 performance in FY 1964 and carrying it through on a somewhat reduced scale in FY 1965. In addition, he will have the FY 1964 assignment of conducting for Automatic Data Processing Staff (ADPS) and other of the Agency computer components a specialized recruitment program calculated to meet our requirements for computer processing and programing personnel.

At the end of the 1962-63 academic recruiting season, we surveyed some 400 key vacancies in a range of 80 to 90 hard-to-find categories and determined that we were making no appreciable dent in this deficit. All recruiters were working on all requirements but exerting no special effort to recruit in any one or another of these categories. Accordingly, we broke out these 80 to 90 categories and assigned them in blocks of 10 or 15 to individual recruiters for concentrated recruitment effort. The recruiters were encouraged to do their own research and come up with advertising programs, attendance at professional meetings, or whatever other techniques appeared necessary. While we have had some encouraging results from this "zeroing-in" exercise, we are more than ever aware that this is not the total answer to the problem.

We shall be working every closely throughout FY 1964 and FY 1965 with the newly established Scientific and Technical Committee to devise the recruitment techniques that will put us on top of this perplexing staffing problem. We know, for example, that much of the effort is going to have to be expended by our own scientific and technical officials themselves in scientist-to-scientist, technician-to-technician interviews to effect the "hard sell" on the candidate whose interest has merely been piqued by our recruiters. We plan to employ three or four recruiters this year in scientific and technical recruitment exclusively.

11. Public Speaking Program: While the Director, the Executive Director, and other officials of the Agency have made public speaking appearances in years past, it was not until FY 1963 that the Agency visualized the favorable results, both short- and long-range, that would be generated for the Agency public relations and campus recruitment relations by a well-organized program of Agency speakers visiting universities and colleges whose faculties and students were interested in seriously learning about our activity and the professional careers that support it.

At the University Associates Conference last November, the Deputy Director and the Executive Director announced that it would be our policy

Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1

~~SECRET~~

henceforth to fulfill speaking engagements before selected audiences in the academic community provided arrangements would insure such discussions being kept off-the-record insofar as campus or local newspaper reporting was involved.

As the immediate result of this authorization, several speaking engagements were filled during FY 1963, and we are now engaged in the planning for similar presentations in the future, particularly for 21 senior Agency officials to visit some 100 universities and colleges during the week of 4-8 November 1963 for the purpose of informal dinner or luncheon discussions with Department Chairmen, Placement Directors, and other key faculty members.

The FY 1963 public speaking engagements in which PRD participated in the arrangements included the appearance of Mr. Lyman B. Kirkpatrick at the University of Illinois and at the Battelle Memorial Institute in Columbus, Ohio; [REDACTED] appearance at Wesleyan University; Mr. [REDACTED] at Yale University; Dr. [REDACTED] at the University of Texas and Texas A&M; Mr. L. K. White at the School of Business Administration, University of Texas; and Messrs. [REDACTED] in pilot runs of the "100 Universities Program" presentation, [REDACTED] at the Universities of Houston and Texas, Southern Methodist, Baylor, and Texas A&M, and [REDACTED] at Duke, VMI, VPI, and the Universities of Virginia and North Carolina. Valuable experience was gained from these presentations, and we are making full use of it in structuring our November program.

12. Baccalaureate Recruiting Cutoff: This year's academic recruitment found us well into May still interviewing at the baccalaureate level for June graduates. This situation has proved not only frustrating to both the recruiter and the applicant, but it has been wasteful, moreover, in activating field investigations that cannot possibly be completed in time for a graduation commitment. With the expanded recruitment staff we will have in place at the outset of the 1963-64 campus interviewing season, we have established a baccalaureate recruiting cutoff as of the end of February. By that time, we expect to have in process for June and July EOD all of the baccalaureate applicants we can possibly absorb before the next recruiting cycle begins.

We recognize that the larger universities award degrees on a year-round basis, however; the Agency's own fiscal cycle, and the supply and demand cycle, suggests that our baccalaureate recruiting should be confined to the 14 October - 28 February period with the remainder of the calendar devoted to recruiting at the Master's and Ph.D. levels and in those off-campus, hard-to-find categories we are not closing at the moment. Hopefully, with a 28 February

cutoff, all files should be in process during March--with the reasonable expectancy of our being able to make a late April or early May employment commitment. Fully 95% of the graduates make their employer-to-be decisions prior to graduation. They have many offers to shuffle, as a rule, and ours is not seriously in contention if it is not on the line in April or early May.

13. Representation Allowance for Professional Field Recruiters: In April 1963, a question was raised by the Office of the Comptroller concerning authority for the expenditure of funds for entertainment purposes by field recruiters. For many years, recruiters had been reimbursed for minor entertainment expenses with a maximum allowance of \$100 per year for each recruiter. A review of the files indicated that authority for this stemmed from project approvals establishing the University Consultant Program in October of 1951.

Consequently, the Deputy Director of Support was requested to clarify the authority for entertainment expenses by memorandum from the Director of Personnel dated 6 May 1963. This memorandum requested approval to expend for entertainment purposes funds not to exceed \$300 a year by each recruiter. This maximum amount was requested because of the anticipated expenses of our "100 Universities Program" and the establishment of new sources by a greatly expanded recruitment staff. The expenditure of such funds was limited to professional recruiters; no entertainment allowances were requested for clerical recruiters.

On 17 May 1963, on the advice of General Counsel, the Executive Director of CIA approved, on behalf of the DDCI, representation allowances for professional field recruiters not to exceed a total of \$300 a year for each recruiter. Tab N provides a copy of the memorandum for the DDCI from the DD/S dated 16 May 1963, subject, "Representation Allowance for Professional Field Recruiters."

C. STATISTICAL SUMMARY FY 63 PRODUCTION

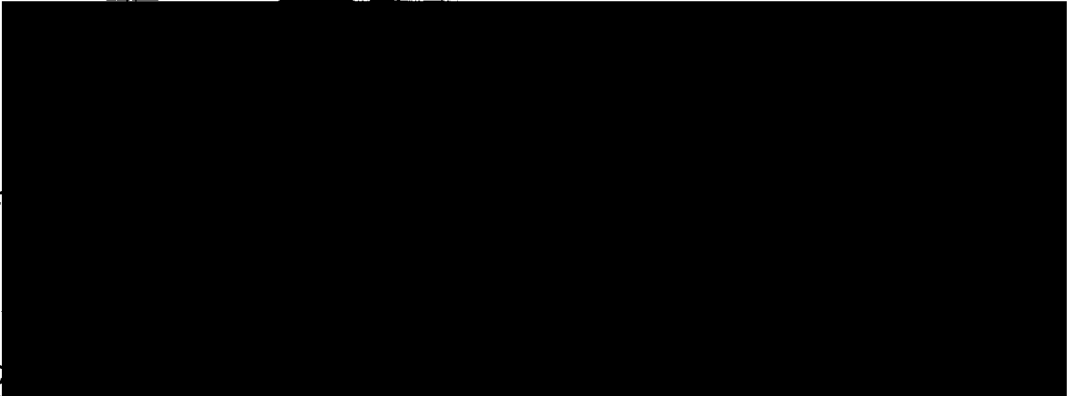
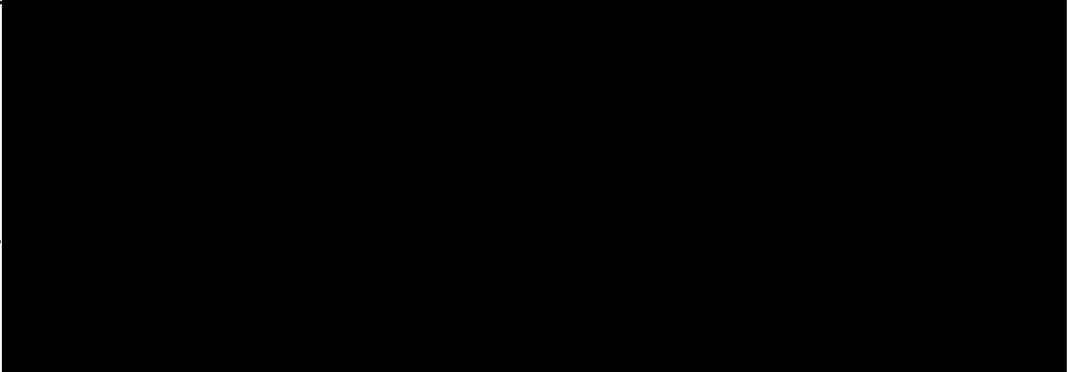
1. Following is a statistical summary of the FY 63 production of the Personnel Recruitment Division. The Division's totals will differ from those furnished by the Personnel Operations Division. The latter's statistics will reflect Agency input as a whole; the following figures represent only those cases which can be directly attributed to activity of the individual field recruiters

of the Personnel Recruitment Division, and are cases which were coded in the name of the individual recruiter as a part of his production record.

2. In many cases applicant files are processed, and candidates entered on duty where the statistics are not made a part of the recruiter's record. In such cases, the recruiter may have taken part in initial interviews, or assisted in follow-up interviews but was not credited with the initial recruitment of the candidate. Also, many employees are processed and brought on board the Agency through the auspices of sources other than a field recruiter and at no stage of the processing does a representative of the Personnel Recruitment Branch become involved with the candidate.

25X9A2

PROFESSIONAL RECRUITMENT BRANCH

	<u>JOT</u>	CLERICAL	COMMO	PROF.	TOTAL
Interviews					
Recommended Cases					
Security Initiation					
EOD's					
Interviews					
Recommended Cases					
Security Initiation					
EOD's					

25X1A

Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1

Approved For Release 2002/02/13 : CIA-RDP80-01826R000200020001-1

~~SECRET~~

D. FY 64 AND FY 65 PLANS AND OBJECTIVES

GENERAL OBJECTIVES

1. Technically, the Personnel Recruitment Division can have no other objective or raison d'etre than to keep the Agency at full personnel strength. For me to state otherwise would raise serious doubts as to whether the right people had been selected to manage the Agency's recruitment activity.
2. Keeping this Agency at full strength, however, can involve some interesting philosophical and mathematical concepts concerned with overstaffing, legally or otherwise, in order to keep abreast of anticipated attrition. To match attrition would necessitate staffing at approximately 101 percent of authorized strength--if we knew precisely the personnel categories in which attrition would occur from month to month. Since this cannot be determined in the professional categories and since professional losses constitute approximately 50% of any month's attrition, we could consider it possible, theoretically, to maintain our strength level at no better than 98% of authorization, allowing for a four-month lag in recruitment and clearance of a professional replacement, and assuming that clerical and Commo losses can be offset immediately (not an impossible objective, as we will outline below).
3. Obviously, we can only plan on the basis of mathematical ideals while devoting our full effort to the more realistic facts of recruitment life which gives us no pool of acceptable manpower waiting to be tapped and drawn into the organization as the needs dictate. The facts of recruitment life, including the structuring of the academic season and its recruitment cycle, immediately suggest a more realistic forecast of the Agency's anticipated strength in the form, say, of a jagged line projection accounting for the seasonal factors which peak up losses or gains instead of a pattern of parallel lines indicating that gains offset losses at any point in the projection.
4. None the less, Recruitment is compelled to plan strictly in terms of meeting the objective of maximum authorized strength. We have no license, in other words, to set our sights at some lower level --unless we also take it upon ourselves to advise our customer components that their staffing authorizations are inflated. When the Director has certified to the Congress that the success of his mission is dependent upon specific personnel requirements,

our job becomes that of staffing these requirements and maintaining at all times a true balance as between attrition and acquisition. Realistic planning, therefore, insists that we profit by whatever past and new experience will help us identify the ways and means of maintaining the Agency's authorized strength at the highest achievable levels consistent with the practicalities of the problem. This is not a job that Recruitment can do alone, nor would we so pretend. We are totally dependent upon other elements of the Office of Personnel and elsewhere within the Agency not only to provide the accurate, definitive personnel requirements that comprise our targets, but to carry on the whole process of selection and clearance after the recruitment wheels have stopped turning. While there has been FY 63 improvement in the processes of all of the components concerned, we all still have our work cut out for us in FY 64.

5. Our best estimate of FY 64 and FY 65 recruitment activity, based on FY 63 experience, would let us anticipate a more effective and productive capability and clearly a greater capacity to offset calculated attrition, significantly reduce the deficits which have persisted in the highly competitive scientific and technical personnel categories, and satisfy new strength requirements levied upon the Agency. If we fall short of our FY 64 goal, when defined in numerical specifics, it will not be for lack of trying to achieve it, or for any lack of support from Agency top management.

6. We will outline our FY 64 - FY 65 plans, therefore, under three headings to follow:

I - CLERICAL AND COMMUNICATIONS

RECRUITMENT

25X1A

salary-wise at that distance with local industry. The great bulk of our clerical personnel is not authorized reimbursement for EOD travel, thus, for the West Coast applicant there obtains the expense of such travel, compounded when the individual returns home for an annual vacation as is the custom in the early stages of employment with this Agency. We do acquire clerical talent from the West Coast, but primarily from among applicants who are overseas -

oriented and who recognize in this Agency an opportunity for overseas employment that the general employer cannot provide. Therefore, we must leave to our professional recruiters these applicants and will concentrate our clerical recruiters on closer targets.

2. FY 64 will find us working the areas we now consider will be most productive; working the junior colleges which have been overlooked for all intents and purposes up to now, and, generally gearing our effort to coincide with the attrition curve established from the monthly norms of Agency experience for the four-year period FY 59-62, as adjusted by FY 63 totals when available.

3. We maintain that the greatest single contribution that Recruitment can make to the operating efficiency of this Agency would be that of matching clerical and Commo losses with commensurate gains in the month or week in which the loss occurs. Further, we believe that this goal is achievable in FY 65 and that we can make considerable progress towards achievement in FY 64. Such achievement, in effect, would be a departure from the habit we have formed as an Agency of living with February and March losses, say, until they can be compensated by June or July gains.

4. If I thought this were merely brave talk I would back off, but we know, for example, the months in which our greatest losses are likely to occur, and we know from long experience that we must put 1.75 clerical applicants into process to produce 1.0 EOD. Thus, on the basis of the faster field clearance now being provided by Office of Security, we can back off the three months, one quarter, and gauge our recruitment accordingly. The table at Tab O provided by POD Records Branch will clearly indicate precisely what we are projecting. One way of reading this table would suggest that May, June, December, and March will not be vacation-taking months for our clerical recruiters.

5. To achieve our highest input in the months of August, September, March and June will mean heavier recruitment during May, June, December, and March, or the months immediately preceding. During these months we will have to intensify our local newspaper advertising, and, most likely, concentrate on recruiting a somewhat older candidate than we have been accustomed to accepting in the past. Our losses, after full clearance and after entering on duty among the teen-age group suggests that we would be better advised to "zero in" on the applicant in her twenties working in private

employment, finishing business school, or dropping out of college.

6. We now have an attractive clerical recruitment brochure and a fetching poster to bolster a new but vigorous young staff which has taken well to training. And, we have a clearer concept as to where our clerical and communications candidates can best be uncovered. FY 64 may well turn out to be a year of further on-the-job training for most of our new recruiters, but FY 65, despite the poor publicity the City of Washington is receiving, and undoubtedly will continue to receive in the nation's press, should be a year of matching, month-to-month acquisitions with attrition.

7. We are aware, of course, of the Office of Communications' requirements, and we are gearing up to meet them with special drives, advertising, and such additional assistance as our professional recruiters may have to provide. We are not losing sight, moreover, of the SSG, or the Spanish-speaking secretarial requirements, and we are planning special techniques in this regard also.

II. - SPECIALIZED RECRUITMENT

25X1A9A 1. For the two-year fiscal period commencing 1 July 1963 and ending 30 June 1965 we plan to concentrate the efforts of four (4) full-time professional recruiters on the scientific and technical requirements of the Agency. Toward this end, Mr. [REDACTED] will continue responsibility for NPIC Recruitment programing and management and will be responsible, additionally, for developing and managing a recruitment program to satisfy the personnel requirements of the Automatic Data Processing Staff (ADPS) and other components whose operations involve the computer specialties. We are aware of the Agency's considerable investment in computer equipment and we would be negligent indeed in not seeking special recruitment devices calculated to keep this equipment in operation.

25X1A9A 2. Further, the carry-over from year to year of key vacancies in the scientific and technical elements of the Agency, in OSI and now in DD/R, particularly, pose a distinct challenge which has motivated and oriented our planning toward meeting these requirements. Mr. [REDACTED] is being assigned to the study and management of an integrated program for satisfying the upper-level position requirements of the Office of Scientific Intelligence (OSI) and the DD/R, primarily, plus other technical requirements to be determined in the DD/I and DD/S areas. These targets are in the highly competitive personnel categories for which we must devise new recruitment techniques and

mount pinpointed campaigns if we are to uncover candidates and effect recruitment leads. We say leads advisedly because we visualize the need for the closest possible assistance that can be given us by the operating officials of the components concerned when it comes to the so-called "hard-sell" that will bring the candidates on board. We know, as the rest of the Recruitment world knows, that it is the scientist-to-scientist or technician-to-technician discussion of the career climate and professional opportunities that clinches every deal insofar as high-level professional talent is concerned. In large measure, therefore, Recruitment will be spotting and assessing. The operating component will be doing the "recruiting". This is the area in which we have sought to convince our operating elements they should be recruiting, as against a propensity in the past for circulating on-campus at the baccalaureate level where we feel Recruitment has all of the competence required to spot and "sell" the right applicant.

25X1A9A 3. With Mr. [REDACTED] heading up our scientific and technical effort in Washington, in the same manner in which Mr. [REDACTED] will continue to 25X1A9A
25X1A9A program NPIC and ADPS-related requirements, we will have Mr. [REDACTED] 25X1A9A
[REDACTED] specializing in scientific and technical
25X1A6A recruitment and another recruiter [REDACTED] for the same 25X1A6A
purpose. If this staff, within our over-all staff, is not equal to the scientific and technical task that lies ahead, we have in reserve five positions we will not hesitate to activate and man at some point in FY 64 in order to get on top of this problem. In addition to the recruiters who will be used exclusively for specialized recruitment, all of our professional recruiters throughout the U. S. will be given leads to pursue in conjunction with their academic recruitment.

4. We shall be working closely, of course, with the recently established Scientific and Technical Committee, and hoping to gain from this mechanism not only guidance for pinpointed recruitment but the rapid decision-making backstopping that is so important in notifying an applicant of our serious interest in his employment prospects.

III - PROFESSIONAL RECRUITMENT

1. I am completely optimistic in the area that involves those professional personnel requirements that can be filled at the baccalaureate and Master's degree levels. Our expanded and well-positioned staff, which has taken all FY 63 to recruit and train, gives us the assets we require to compete effectively.

~~SECRET~~

2. Our professional recruiters have furnished me their interview bookings for the 1963-64 academic season, and we are now in the process of looking for gaps wherein new colleges or universities can be brought into our recruitment focus. In previous years there has been a tendency to recruit largely in the so-called better colleges. We would hesitate to say which colleges these are if pressed to come up with good candidates in today's highly competitive market. We believe that many small but good liberal arts colleges have been overlooked because of the altogether too vast territory that it was necessary to assign to our former smaller staff. In FY 64, therefore, in a word, we will be looking over many of the colleges and universities that we have been overlooking heretofore. If this smacks of assembly-line recruitment, I need only remind my superiors that our attrition picture, although it is better than the federal average, plus our increasing new personnel requirements, recommends that we are still confronted with a personnel deficit that demands of Recruitment not only a quest for quality but quantity.

3. We should be able to bring into headquarters in FY 64 for purposes of pre-employment medical and polygraph examinations, fully 1,500 more candidates than we processed in FY 64. This, too, has the ring of assembly-line processing not only for Recruitment, but for Placement, Security, Medical, the JOTP, Communications, IAS (Clerical Pool), and other components engaged in the decision-making process which triggers invitee and voluntary travel. FY 63 losses of some 1,000 applicants after full clearance, so I am told, is not only the most discouraging aspect of recruitment but, in effect, represents a hidden attrition factor that can only be offset by even heavier recruitment than we now anticipate. The estimates I have seen as to next year's processing workload would leave us well short of the mark at which we are aiming--full staffing. I prefer to set my own crystal ball at 130% of estimated workload and work like hell at becoming a better prophet than last year's averages.

4. In addition to our professional recruiters in the field we anticipate that our [REDACTED] will be operating with four full-time interviewers at an even busier pace than necessitated by the number of applicants referred in FY 63.

5. Finally, and most significantly, we hope to make FY 64 a year in which the Professional Recruitment Branch will be left to its own devices and techniques insofar as recruiting at the baccalaureate level is concerned. In past years, with an under-staffed recruitment branch, a number of Agency components made it an annual practice to visit colleges and universities with our recruitment officers.

~~SECRET~~

In the beginning, one of the best organized and most carefully thought out programs of college visiting was that of ORR. Year after year, more Agency components arranged programs of visits in the company of the professional recruiter.

Several years ago, reports returned to us from university administrative sources indicated a growing wariness of this Agency's recruitment effort. Such officials were particularly concerned with the number of CIA people visiting the campuses and the image of a disjointed and internally competitive Agency program for recruitment. Two years ago in a number of universities this unrest had reached a point where our welcome on the campus was in jeopardy.

This past academic year we attempted to program a more controlled approach as early as May 1962. Although carefully coordinated, we still received numerous complaints.

College recruitment is now big business. As many as 800 different organizations may descend upon a given university campus for recruitment. It is natural that weary faculty people and university administrative personnel would more and more tend to place considerable authority with the office of the Director of Placement. There are, in fact, many colleges where no faculty member can be visited by anyone for purposes of recruitment without clearances from the Director of Placement.

The position on campus of the Director of Placement is often underestimated. We have got to maintain sound and cordial relationships with these people.

We recognize the important part that faculty members make in guiding final career decisions of students. We intend to take advantage of this role; yet we must never by-pass a Placement Director nor must we ignore the established procedures of placement activity on any campus.

In this latter regard, Placement Directors (and Placement associations) are emphatic and unanimous in their conviction that no more than one person should conduct the initial interview of a student.

For the academic year 1963-64, we have developed a three-phase program whose purposes are:

(A) To take advantage of a doubled recruitment staff in reaching all large colleges and universities.

(B) To inform as many key faculty people as possible about this Agency and its opportunities for careers for young people.

(C) To recognize our urgent need of Placement Office support on the college campuses, and to take every step to dissolve an unfavorable image of an internally competitive and bickering organization where officer after officer follows in the footsteps of his predecessor, often negating the former's "pitch" in favor of his own particular needs.

(D) To fully utilize the able assistance of operating officers of this Agency in (1) briefing of key faculty members, (2) interviewing screened applicants of potential whose interests lie in the particular functional area of the operating official's responsibilities.

Phase One: The "100 Universities Program." Senior Agency personnel have been fully briefed regarding this program and its purpose and apparently are in complete accord with it.

There is one significant peg which this program makes available and upon which we hang the final two phases.

The significant factor mentioned is the imperative need to present to diverse faculty elements an Agency image where no hint of component prejudice creeps in. This is a broad factor and hopefully an enticing one; one which will leave the individual faculty member happy to receive more immediate briefings of career possibilities for students concerned with their individual disciplines.

The first phase can be followed up wherever it is considered desirable by individual Agency components discussing, in further detail, opportunities within their functional categories, i.e., OSI, scientific departments; ORR, economic and geographic departments; OCI, area studies program, etc.

Phase Two: Campus Recruitment: This Agency's initial recruitment effort through campus visits (scheduled many months beforehand) should be conducted only by the professional area recruiter. With twenty-two full-time professional recruiters available and the shrunken territorial assignments which follow, we should not leave a single important campus unvisited.

Again, the initial interviewing of interested students, conducted only

~~SECRET~~

by the single professional recruiter, presents to student applicants the Agency picture.

As a result of these interviews, undesirables and curiosity seekers are weeded out; career possibilities have been carefully explored, and in a joint effort the applicant and the recruiter have located those Agency areas for the most logical formal application.

Recruitment is a full-time endeavor. The academic year represents a tremendous workload and a tight day-after-day itinerary for each professional recruiter. He is paid to do this; statistics show that he sees at least five people in order to find one worthwhile applicant to whom he can give forms. It is the recruiter's time that should be expended in this terrific screening, not the time of a valuable operating official.

It might be pointed out, too, that the recruiter, while he may lack depth in any given discipline of the sciences, or social sciences, etc., he does have a better knowledge of over-all Agency personnel requirements than any single representative of an operating component.

This means that the operating official who is interested only in the Latin affairs expert may, in spite of himself, discourage, in an interview situation, a thorough exploration of where the young person interested in a career in Intelligence might direct a satisfactory application.

Phase Three: The operating official of the Agency component plays his role in Phase Three.

Throughout the academic year, as twenty-two professional recruiters visit hundreds of universities day-after-day, worthy files will be directed to appropriate Agency components. This is the wheat separated from the chaff. These are the applicants whom the operating official should see and interview personally.

These are the applicants whose papers are carefully reviewed in Headquarters, and who represent the people we really want, and who represent, as a group, potential worthy of expensive and time-consuming travel on the part of key Agency operating personnel. This is the time for the operating official to go after them, re-kindle their interest in the Agency with face-to-face substantive discussions.

This third phase can operate in two ways. (A) Following a review

of recommended case files in a given component, selected operating personnel can schedule city-by-city visits to interview personally these applicants. Direct communications from the office concerned to the applicant can set up these interviews while the Personnel recruiter is busy with his unbreakable schedule of continuing campus visits; (B) the recruiter himself recognizing valuable potential can request the assistance, at the soonest practicable date, of an appropriate operating official to discuss in depth employment possibilities with the qualified candidate.

As we see it, the following advantages accrue from this program:

- (a) We are reaching the people (respected professors) who are most likely to guide an interested candidate towards an Agency career;
- (b) We are respecting the concerns of each university in the frantic recruitment rat race by providing each with an accredited Agency representative with whom it may deal;
- (c) We are utilizing the valuable services of the operating official without dragging him from his desk for a tiresome period of screening undesirable applicants;
- (d) We are, above all, presenting an image of a responsible and intelligent Agency recruitment effort.

The past fiscal year has seen many breakthroughs in terms of a concerted recruitment effort for this Agency. We have published a brochure and are preparing a new edition; we will have a professional recruitment staff of twenty-two recruiters where formerly we had only ten; we have received approval for an organized extensive advertising campaign; we have developed new programs on behalf of the recruitment effort such as public-speaking engagements in key areas for senior management officials and team visits to universities which form the basis of FY 64's "100 Universities Program."

We have, even without firmly staffing our full complement of recruiter positions, increased Agency production by at least 75% to 80% over last year's input. We feel confident this next academic year will see the greatest quantity and the finest quality of candidates for CIA employment since the beginning of this Agency. Above all, we ask only for the opportunity to prove that we can do the job.

25X1A9A

Chief, Personnel Recruitment Division

Attachments: Tabs A through O